













Materiality (Key Issues)

	Social Issues/ Megatrends	Key Sustainability Issues (Materiality)	Main Initiatives (Social Issues/ Opportunities and Risks to Be Addressed)	KPIs and Medium- to Long-term Targets (FY2030)	Relevant SDGs Most Important Areas
Business Operations		<ul style="list-style-type: none">Responding to the transformation of the automobilesReducing traffic fatalities for realizing a safer and comfortable mobility society	<ul style="list-style-type: none">Development of new products for BEVsExpanding sales to BEV leading markets and OEMs	<ul style="list-style-type: none">BEV-related share of revenue: 40% <div>Target Setting Formula BEV production volume/Car production volume * Based on S&P Global Information</div>	<div></div> <div>Achieving a safer and more comfortable mobility society</div>
		<ul style="list-style-type: none">Creating new businesses utilizing core technologies	<ul style="list-style-type: none">Development and sales expansion of airbag products to deliver safety and comfort to all	<ul style="list-style-type: none">Airbag production volume: +1.5 fold increase (compared to 2022)	
		<ul style="list-style-type: none">Expanding new businesses by leveraging experience in new business developmentDeployment of corporate venture capitalBusiness innovation through the promotion of digitalization	<ul style="list-style-type: none">Based on cash allocation (Allocating funds mainly for R&D, human resources, and strategic investments with the aim of expanding fields that contribute to safety, comfort, and decarbonization)		<div></div> <div>Solving social issues by creating innovations</div>
		<ul style="list-style-type: none">Creating a decarbonized society by reducing CO₂ emissions and greenhouse gas emissionsCreating a recycling-oriented society through waste reduction and water risk reduction	<ul style="list-style-type: none">Creating environmentally-friendly businesses by leveraging our knowledge in the rubber and plastics fieldsGlobally integrated operations to achieve carbon neutralityContribution to a recycling-oriented society (Car to Car recycling)	<ul style="list-style-type: none">Scopes 1 and 2: Carbon neutralScope 3: -27.5% (compared to 2019)Renewable energy adoption rate: 100% <div>Waste volume (total) [non-consolidated]: -50% (compared to 2012)</div> <div>Waste volume (unit) [overseas]: -55% (compared to 2015)</div>	<div></div> <div>Realization of a decarbonized, recycling-oriented society</div>
Management Base		<ul style="list-style-type: none">Living together with local communitiesUse of diverse human resources and respect for human rights	<ul style="list-style-type: none">Initiatives rooted in local communities (local self-reliant management, Center of Excellence)Diversity, equity & inclusionSafety and health managementEnhancing quality and supply chain to support sustainability managementResponding to geopolitical and economic risks	<ul style="list-style-type: none">Percentage of employees receiving training on human rights: 100%Employee engagement affirmation rate [non-consolidated]: 75%Ratio of national staff in executive positions (vice presidents and above) at overseas locations: 60% or moreNumber (ratio) of female managers [non-consolidated]: 100 (8.8%)Ratio of mid-career hires in management positions [non-consolidated]: 30% or moreNumber of serious accidents: 0Percentage of suppliers implementing sustainability activities: 100%	<div></div> <div>Sustainable growth through diverse workforce</div>
		<ul style="list-style-type: none">Corporate governance as a company with integrityEnsuring compliance	<ul style="list-style-type: none">Enhancing of BCP resilienceEnhancing of internal controls	<ul style="list-style-type: none">Number of major legal violations: 0Major cyber security incidents: 0	<div></div> <div>Fair and transparent corporate governance system</div>